

HOW TO START A CIVIL AIR PATROL UNIT



**WHY
START ONE ?
WHO DO I CALL ?
WHERE DO WE MEET ?
WHAT TIME DO WE MEET ?
WHAT KIND OF SQUAD DO I WANT ?
HOW DO I GET NEW MEMBERS ?**



***Civil Air Patrol - Performing
“Missions for America”***

***Aerospace Education
Cadet Programs
Emergency Services***

Greetings

Thank you for your interest in starting a Civil Air Patrol (CAP) unit! Voluntary service to the nation is the heart of CAP. Successfully establishing a new CAP unit depends a great deal on getting off to a good start in the early phases of organizing. We have prepared this guide to help you and your neighbors work together effectively in each step of the organizing process. This guide is based on the experiences of many Americans who, like you, recognized a community need and were willing to work to meet that need through service -- helping CAP perform “Missions for America.”

PAUL M. BERGMAN
Brigadier General, CAP
National Commander

Supersedes CAPP 4, 1 October 1985.

OPR: DPM

Distribution: In accordance with CAPR 5-4.

TABLE OF CONTENTS

Words to the Wise	1
Organizing a Unit	2
Consult Your Wing Commander	2
Form an Organizing Committee	2
Request an Organization Starter Kit	2
Identify a Potential Squadron Commander	2
Senior, Cadet, or Composite?	2
Select a Name	3
Select a Meeting Place	3
Apply for a Charter	3
Planning Ahead for Effective Management	4
Membership Requirements	4
Physical Requirements	4
Minimum Operating Membership	4
Organization Mailing Address	5
Financial Matters	5
Unit Sponsorship	5
Uniforms	6
Training	6
Public Affairs	6
Recruiting and Retention	7
Recruiting	7
Retention	7
The First Meeting	10
Implementing the Missions of CAP	11
Aerospace Education	11
Cadet Programs	12
Emergency Services	12
Bits, Tips, and Power Points	14
In Closing	15
Attachments:	
1. Important Addresses	A-1
2. Request for Organization Starter Kit	A-2
3. Request for Organization Charter	A-3
4. Membership Requirements	A4-1
5. Typical Squadron Organization	A5-1
6. Raising Funds for Your Unit	A-6
7. Sample Training/Activity Calendar	A-7
8. Sample Recruiting Plan	A8-1
9. Glossary	A-9
10. Forms, Regulations, and Pamphlets	A10-1

WORDS TO THE WISE

To be successful, your new Civil Air Patrol (CAP) unit must have a purpose or mission. CAP is far more than a few people getting together to go flying. Units are created to fulfill a *need* in the community. If your community doesn't have a clear cut mission or need for your unit, there will be little for your members to focus on and few jobs to give them a sense of accomplishment. One major reason people leave volunteer service organizations is because they have nothing meaningful to do. Here are some questions you should address in determining if you should attempt to charter a new unit.

- a.** What CAP community service do you expect your unit to provide? Your framework should be the three main missions of CAP: Aerospace Education, Cadet Programs, and Emergency Services.
- b.** How will your CAP unit complement already existing service organizations in your local community and your state?
- c.** Will you have support of community leaders or civic groups to assist you in establishing your CAP unit?
- d.** Have you found fellow citizens who are willing to work with you on your organizing committee?
- e.** Is there another CAP unit close by performing the same function? If there is, is the area population and mission requirement large enough to support you both?

ORGANIZING A UNIT

1. Consult Your Wing Commander. To ensure your unit gets started on the right track, contact your state's wing commander and inform him or her of your desire to start a unit *before* you begin to organize. The wing commander will review your tentative plans to determine if your unit's anticipated mission does not duplicate the mission of other units already in the area. The wing commander will also furnish valuable information and advice on your organizational endeavor. See Attachment 1 for the address of your wing commander and CAP liaison officer.

2. Form an Organizing Committee. The organizing committee will work together to accomplish the actions outlined below. Your committee should plan to contact as many community leaders as possible to help you find prospective new members. Because of this, you might try including community leaders on your organizing committee. They will be able to open doors for you and the new unit. Some suggested contacts are presidents of various civic groups, the Chamber of Commerce, prominent businessmen, religious leaders, and the mayor or city councilmen. Of course, the ideal solution is to find a civic organization willing to sponsor a CAP squadron as a group project. This is why it is so important to do the thorough research mentioned earlier. Once you have identified a legitimate need in the community, the city leaders are more receptive to you and your plans. The more interest and support you obtain from the local community, the better the chance for a successful start. Preliminary actions for your organizing committee are as follows:

3. Request an Organization Starter Kit. Forward the request for an Organization Starter Kit using Attachment 2. The starter kit contains additional information as well as the proper CAP forms to be used in requesting a unit charter.

4. Identify a Potential Squadron Commander. To be successful, the squadron will need an energetic individual interested in service to the community. The importance of finding the right person for this position cannot be overemphasized. The success of the program will be attributable more to leadership than to any other single factor. If at all possible, try to get a commander with CAP or military experience. In addition to recognized leadership abilities, the following qualifications are desirable as well:

- Interest in aviation
- Management experience
- Military background
- Capability of working with teenagers and interest in youth programs (for cadet and composite squadrons)
- Good moral character
- Community stature

Note: Your recommendation for squadron commander must be approved by the wing commander, so work this issue early in your organizational process. If your recommendation for commander is not approved, or if there is not an experienced member available, ask the wing commander to recommend someone to come in and act as interim commander until a commander can be identified and trained.

5. Senior, Cadet, or Composite? You need to decide what type of squadron you will be forming. This will depend on your assessment of your mission to the community and the advice of your wing commander.

Cadet Squadron: A unit which conducts the cadet program and is comprised primarily of youth with adult leaders.

Senior Squadron: A unit with adults conducting CAP's senior member programs.

Composite Squadron: A unit conducting both cadet and senior programs, with a mix of cadets and senior members.

6. Select a Name. When a squadron is formed, the organizers should select a name that identifies the unit with the local community. For example, if the unit is located in Clear Lake, Texas, near Houston, it could be called the Clear Lake Cadet Squadron or the Houston Composite Squadron.

7. Select a Meeting Place. A suitable meeting place is very important. This will be the unit's "home." Get a permanent location as quickly as possible. The location should be readily accessible to all members. If at all possible, avoid meeting in a member's home or changing the location from week to week. This will allow meetings regardless of who is on vacation or has moved and promotes a sense of permanence. The meeting place should also provide office and classroom space. If you can't get an entire office initially, try to get a closet or storage area for permanent placement of unit files and other property. A drill area is also desirable for cadet and composite squadrons. Some possible sites are armories, churches, schools, and veterans organizations' facilities. Units are frequently located in local airports as well. If you have Active duty, Guard or Reserve bases nearby, work with your wing liaison officer and check for office availability there. Start with the installation commander's office. State who you are, who you are with, and what you need. **Don't ask to speak directly to the commander.** Every active duty Air Force Base is required to designate a CAP project officer. Ask for the name, rank, and phone number of this officer. Since bases don't get these requests very often, you may be shuffled around a bit until you linkup with the right person. Guard or Reserve bases don't have this requirement, but will still have an officer you can talk to about a meeting place.

8. Apply for a Charter. When all of the above actions have been taken, it is time to obtain a charter to officially recognize the unit as an active part of the national CAP organization. Although CAP wing commanders are the approving authority for the unit activation in their respective states, the charter is issued by National Headquarters. To obtain a charter, mail the Request for Organization Charter (located on Attachment 3 of this pamphlet) or CAP Form 27, *Organization Action*, (contained in the starter kit) to the wing commander. A charter fee, payable to National Headquarters Civil Air Patrol, must accompany the request for charter (your wing commander will tell you the charter fee amount). The wing commander will review the application, and after approval, forward it to National Headquarters. The charter is issued by National Headquarters and returned through the wing headquarters for presentation to the new unit. When the charter is issued, a complete set of regulations and all necessary forms will be mailed directly to the new squadron's mailing address.

Note: If you haven't heard anything from National after four weeks from mailing to wing, contact your wing headquarters and ask them to check the application's status.

PLANNING AHEAD FOR EFFECTIVE MANAGEMENT

Pending receipt of your charter, the committee should give attention to important management considerations. Have your committee discuss the topics presented below and assign specific projects to individual members.

1. Membership Requirements. Committee members should become informed on membership requirements, especially as they relate to the type of CAP unit you are organizing. Attachment 4 lists CAP cadet and senior general membership eligibility requirements. In addition to the general membership eligibility requirements, you need to consider squadron size and the qualifications of members who will fill positions essential to a good start for your unit. Remember: You aren't trying to form a collection of warm bodies. Screen your applicants and accept quality over quantity. CAP Manual 39-2, *Civil Air Patrol Membership*, will be your guide to membership requirements.

The organizational charts we have included on Attachment 5 will help you see how the work of your unit is to be accomplished by each position. When you receive your regulations, use CAP Manual 20-1, *Organization of Civil Air Patrol*, as your organizational guide. After discussion, the committee should make recommendations to the acting unit commander for temporary assignment of committee members to specific positions in the unit. Then, the acting unit commander will make the selections and advise the members of their temporarily assigned responsibilities.

Note: If most of your committee and members are going to be new to CAP, consider asking the wing commander to recommend seasoned officers from nearby units who can come in and help get the unit on its feet. This "Tiger Team" of experienced members would attend all the early meetings. Their tasks will be to answer questions, talk up the organization, teach basic classes, and fill out the first sets of paperwork. They could remain available as mentors to the new officers. Units without pilots need a contact to help new pilot members get qualified. One of the most discouraging things experienced by new pilot members is joining a unit only to find no one to tell them how to qualify to fly missions. This can be a big motivation killer.

2. Physical Requirements. Physical disabilities are not a limiting factor to membership. To assure the fullest degree of pleasure and success in CAP, the member should be healthy, both physically and mentally. Cadets with physical problems should furnish the squadron with a health evaluation by their physician. The physician's statement should list any restrictions from participating in squadron activities. Refer to CAP Manual 50-16, *CAP Cadet Training Program*, for a complete description of Cadet Program physical fitness criteria and categories.

3. Minimum Operating Membership. To obtain a unit charter, a CAP flight must have a minimum of eight members, three of whom must be seniors. A CAP squadron must have at least 15 members, three of whom must be seniors. It can often be a challenge to fill all the positions required for smooth squadron operation, and finding the right person for the right job takes time. Until there are enough experienced members to fill all the positions, a single member can fill multiple positions. You may need to assign some of these functions as an additional duty for your organizing committee members until you recruit members with the needed qualifications. ***Don't be intimidated!*** One person can do more than one job.

Cadet Squadron: Only three adults are required to obtain a charter for a cadet squadron.

However, the most successful squadrons operate with at least four adults, in addition to the squadron commander. The positions which must be filled are aerospace education officer, leadership officer, chaplain, and activities officer. It's also very important to fill the finance officer, supply officer, administrative officer, and training officer positions as quickly as possible.

Senior Squadron: Your membership goal should be to recruit at least enough members to man the squadron in accordance with the positions outlined in the organization charts. The positions which should be filled quickly include finance officer, supply officer, and administrative officer.

Composite Squadron: A composite squadron needs to have enough members to accomplish both its missions, and must have a minimum of three senior members. See the attached organization charts for manning guidelines.

Flight: The flight is the smallest separate organizational element in CAP. Flights are typically organized in sparsely populated areas where there are insufficient members to form a squadron. There must be a minimum of eight members, three of whom must be senior members. The flight, according to its remoteness, may report directly to either a squadron, a group, or its wing. Flights should always try to increase their members and become squadrons as soon as possible.

Note: CAP Manual 20-1 contains job descriptions for all unit positions.

4. Organization Mailing Address. A post office box in the name of the unit should be established. The post office box is much better than the squadron commander's address. It will remain the same when squadron commanders change. If you are able to locate on a military facility, make arrangements with the base postmaster for a unit address.

5. Financial Matters. A unit checking account should be established at a local bank with provisions for two signatures: the squadron commander and the finance officer (or the administrative officer). Two signatures are required on all unit checks.

a. National Dues: Check with your wing for national membership dues for new senior and cadet members. These amounts include the price of a senior member handbook or cadet program study materials, as appropriate, which are automatically distributed to all new members. Memberships are renewed and dues paid annually for both cadets and seniors.

b. Wing Dues: CAP wings also collect dues. These vary from wing to wing. Ask your wing headquarters to advise you concerning the membership dues in your state. New members submit wing dues directly to the wing headquarters at the same time national dues are forwarded to National Headquarters.

c. Local Dues: If a local squadron desires to collect dues, wing approval is required. Of course, a record of accounting for all funds must be strictly maintained.

d. Fund Raising: Another area is funding. Where is it coming from? Has a budget been prepared? New squadrons can flounder for the same reason many new businesses flounder: not enough cash flow. There will inevitably be unexpected expenses. Make sure you have made some allowance for these or have a potential funding source if you need help getting started. Refer to Attachment 6 for some fund-raising ideas that have worked for other units.

6. Unit Sponsorship. Whenever possible, try to obtain a sponsor for your unit. This gives a boost by strengthening ties to the community, providing a source for members, financial support, and possibly office space. The amount of money a group of individuals or a civic organization is prepared to spend in sponsoring a CAP squadron will vary; therefore, no set budget can be recommended. However, in support of a squadron, the sponsors should keep in mind that they are making it possible for a squadron to perform a unique service for their community. Initially, a sponsor might concentrate primarily on those items deemed essential to sustain the program in the community for the first year. Then, as the squadron progresses and increases in membership and stature, other community groups and leaders may be willing to also donate time and money to such a worthwhile activity.

7. Uniforms. CAP members are given the opportunity to wear several types of uniforms. Since CAP is the official US Air Force auxiliary, they are also authorized to wear the Air Force style uniform, the difference being the emblems, insignia, and badges employed to identify the wearer as a member of CAP. Wearing Air Force blue is a tremendous way to demonstrate support and affiliation with this branch of our Armed Forces.

Care should be taken that the uniform is worn in accordance with the provisions of CAP Manual 39-1, *Civil Air Patrol Uniform Manual*, a copy of which is forwarded to each new unit at the same time the charter is mailed. Strict yet attainable weight and grooming standards apply to senior members who choose to wear the Air Force style uniform. For those members who choose not to wear the military style uniforms, CAP offers alternative non-military options.

Get people into uniform as quickly as possible. Cohesiveness, especially in the cadet corps is enhanced by the uniform. Some units have new cadets wear T-shirts and jeans until they are able to obtain regular uniforms (**Note:** Using a black T-shirt allows it to be worn later under Battle Dress Utilities (BDUs) during search and rescue exercises). This “uniform” contributes to their sense of belonging to the unit until they can wear the real thing. These cadets must also bring in their uniform for inspection before wearing it. This makes for a special and memorable ceremony to the cadet. Invite the parents and take lots of pictures.

Uniforms may be purchased through commercial outlets specializing in military apparel or the member may purchase authorized uniform items from Army and Air Force Exchange Service (AAFES) Military Clothing Sales Stores by showing their CAP membership card. All uniform items, including CAP ribbons, and insignia can be ordered from the CAP Bookstore at National Headquarters. A *Bookstore Catalog* is also furnished with your charter kit. If you haven’t received one, call 1-800-633-8768 or (334) 953-7242.

8.Training. To prevent haphazard training, develop a training plan as soon as possible. Talk to your wing training officer, director of cadet programs, and director of senior training for advice on an appropriate training plan for your unit (see Attachment 7 for a sample activities/training calendar). Be careful of recruiting too many new people, particularly if you don’t have much CAP experience. It is tough to train new seniors when you are inexperienced yourself, so start gradually and add members as you become more comfortable with the unit’s requirements.

9.Public Affairs. *“No area of CAP activity is more vital to the success of the organization than the public affairs function. If the people in your hometown understand what CAP is all about and the good it does, they will support your efforts—and join your ranks.”*

[CAP Manual 190-1, *CAP Public Affairs Program*]

No squadron can be expected to function successfully without a sympathetic attitude in its home community. Very often the degree of public support may be found to depend upon one single aspect of the squadron operation: public information. Broadly speaking, the squadron should try to:

- a. Keep the public fully informed on the activities of the squadron.
- b. Continually impress upon the public conscience the fact that the CAP program is beneficial to the community.

In many of the most successful cadet squadrons, the CAP cadets act as their own publicity representatives. They write regular columns for the newspapers, participate in local radio and TV shows, take pictures for publication, and generally act as real CAP boosters among their parents and friends.

RECRUITING AND RETENTION

Finding, and most importantly, *keeping* members is critical to the success and survival of a unit. Listed below are techniques and advice which have worked for other CAP units. These things have helped them get members and keep members. See Attachment 8 for a sample unit recruiting plan.

RECRUITING

1. Obtain posters from HQ CAP Marketing & Public Relations (Attachment 1 has National Headquarters' address). Get permission to display the posters in prominent locations (schools, businesses, airports, etc.).
2. List the unit phone number in the phone book, including the yellow pages and under emergency numbers. Many units have made arrangements to have CAP listed in the emergency services section under search and rescue. The business pages are another good option.
3. Return phone calls! If a message is left by a member or potential member - call the person back. National Headquarters is routinely called (long distance) by people who are eager to join or find out information about CAP, but have not received a call back from a message left on a unit commander's machine. This is also a frequent comment from members leaving CAP. They did not feel the commander cared anything about them because they were never called back.
4. Organize a recruiting drive. Beat the bushes! Give prizes to the cadet and senior bringing in the most new members. Good sources/locations are schools, air shows, local Guard and Reserve units, and emergency service providers such as firefighters, policemen, and emergency medical technicians.
5. Setup recruiting booths at local events, particularly if they are aviation or aerospace oriented. Local airshows are always a big draw and a valuable source of potential members.
6. Get on the Internet. Many units with computers have "Web Pages" that provide avenues for prospects to contact the unit.

RETENTION

Retention simply means keeping the people you recruit. CAP is not a cheap organization to belong to and members will renew and pay their dues again only if they are satisfied and feel that they have received value throughout the year. Your members will base their perceptions of value on their interaction with the leaders and other members of your unit and the opportunities your unit provides. If you lose a member, you must recruit two new members to grow. However, if you keep a member, you only have to recruit one to grow. Here are some tips on how to keep your members.

1. **ACTIVITIES, ACTIVITIES, ACTIVITIES!** Lack of activity or training is one of the most frequently cited reasons for leaving CAP. Try to have an "event" at least every six weeks. It can be anything: a search and rescue exercise (SAREX), an aerospace education workshop, a day dedicated to getting as many cadets in the air on orientation flights as possible, followed by a barbecue or a bowling/pizza party (very good for morale and cohesiveness building).
2. **COMMUNICATE, COMMUNICATE, COMMUNICATE.** No one wants to be kept in the dark (the mushroom principle). Post the wing calendar (if there's not one, make one). Let them know what's going on. Talk to your wing commander regularly and pass on to your squadron what was said about upcoming events.
3. **PLAN, PLAN, PLAN.** A meeting conducted with last-minute planning looks like it's been planned at the last minute. It shows a lack of respect to members and the time and money they have spent to be in CAP. Unplanned meetings are BORING and people quit!

4. Set the example. Haircut, uniform, insignias sewn on properly, boots shined -- all in accordance to the "book" (CAP Reg 39-1). Otherwise, how can you expect members to do the same?
5. Award all decorations as soon as they are earned and make a big deal out of it. Doing so encourages others to achieve the same. Take lots of pictures. Post some on the bulletin board or scrapbook and give copies to the member.
6. Make a big deal out of promotions (see above).
7. Always do what you say you will do when you say you will do it. If you can't, explain why you cannot do so as soon as possible. Don't assume the member knows why. ***Personal contact is the key to retention.***
8. Require adherence to customs and courtesies. Many cadets are attracted to CAP because of the "military" ambiance and a desire for the structure and discipline CAP offers. They also want the responsibility and a chance to prove that they "can do" and do it well. CAP offers young people the opportunity to be trained in CPR, first aid, navigation (day and night), crash site procedures, radio communications, traffic control, close order drills, direction finding for Emergency Locator Transmitters, and lots more. These people are proud of their accomplishments and want to be recognized as being responsible, contributing members of society. CAP provides them an opportunity to be recognized through these accomplishments in a society that may see them simply as "teenagers" and all that implies.
9. Appreciate them for what they are! Cadets (and seniors) come in all shapes and sizes, all colors and backgrounds, rich and poor, good solid families and some not so good. Some may be obnoxious, but they too have potential to achieve. Many cadets come from single-parent homes and need the gap filled in with someone they can trust who respects them.
10. Make sure they know they are appreciated! Don't let a good member "burn out" -- a simple slap on the back or "job well done" can keep a member on the verge of quitting from taking that final step.
11. Give every new member something to do -- RIGHT AWAY!! Most of them come to us asking (or at least thinking) "what can I do to help?" Keep a "to do" list handy of things a newcomer can do. If the newcomer doesn't feel needed (welcome), he/she won't come back. Have new members schedule guests for safety meetings as well as thinking up topics of discussion. The logistics alone will keep them busy.
12. Be sure and GREET the new arrival who slips in the door at your meeting. He or she doesn't know a soul in the place. Have a visitor sign in sheet at the front door. Post GREETERS at the front door as well. Besides ensuring the visitor signs in, have them talk with newcomers; find out their interests; introduce them around; explain the squadron and the meeting; pass out some written material. Finally, a handshake and "thank you for visiting, hope you're here next week." FOLLOW-UP with a phone call before the next meeting.
13. Recruit parents. Parents can be a rich source of senior members. Their natural interest in the program due to their child's participation, make them an ideal audience. Make parents feel welcome as soon as their cadet joins. Fostering an early interest will lead to a lasting relationship. Encourage them to get involved with the unit. Make sure they know the commander (and his or her phone number) and parents of other cadets. A parents' night is a good way to do this. Provide a calendar of events. If it changes, tell them. Encourage them to always check times, dates, chaperons, etc. Make sure adult supervision is waiting for the cadets when parents are delivering a child to an activity.

14. Assign an experienced member to each new member. The experienced member can act as a mentor to the new member. This provides a familiar face and someone to answer questions. A sense of belonging is critical to retention and this is one of the best ways to do that.

THE FIRST MEETING

When the charter is received, the squadron commander, with his or her organizing committee, should decide upon a date for the first meeting and plan the first program. Ensure that you receive a supply of membership applications: CAP Forms 12, *Application for Senior Membership in Civil Air Patrol*, and CAP Forms 15, *Application for Cadet Membership in Civil Air Patrol*. It is especially important that announcement of your first meeting be widely disseminated. Parents of eligible youth should be invited to attend first meetings of new cadet or composite squadrons. It is important that the first meeting be well planned.

1. Invocation.
2. Opening remarks and welcome address by one of the sponsors.
3. Introduction of the wing commander (or representative) followed by introduction of the squadron commander and other squadron leaders.
4. Slide/video presentation. Contact HQ CAP, Marketing & Public Relations, for the latest videos suitable for an audience of predominantly new people (Attachment 1 has National Headquarters' address). See if the wing has any local recruiting materials that may be beneficial.
5. Break.
6. Presentation of those facets of CAP not discussed in the slide program. Emphasize the program your unit is going to be (Senior, Cadet, Composite). Discuss the reasons behind starting a CAP unit and the part each new prospective member would play in that squadron. Some suggested additional topics are (but not limited to):
 - a. Purpose of the program -- its mission and objectives.
 - b. How the Air Force supports the program.
 - c. Training requirements/availability.
 - d. Uniforms -- how to get them and how to wear them.
 - e. Membership dues (local, wing, national).
 - f. Scheduled wing and local activities.
7. Question and answer period.
8. Distribution of membership applications for interested applicants.
9. Presentation of charter to squadron commander (if the charter is available).
10. Refreshments.

IMPLEMENTING THE MISSIONS OF CAP

The first thing you need to be ready to do in implementing any of CAP's missions is *ask a lot of questions*. The following pages highlight the various missions and tell you where to go to get regulatory guidance. The regulations, however, are no replacement for experience. Contact your wing and group (if you are in one) leaders and ask them for advice and direction. They've been where you are and know the pitfalls you need to avoid. Attachment 1 has the phone number for your wing commander and liaison officer.

AEROSPACE EDUCATION

Aerospace education is defined by CAP as "that branch of general education concerned with communicating knowledge, skills, and attitudes about aerospace activities and the total impact of air and space vehicles upon society." The aerospace education programs are designed to promote an understanding and appreciation for the importance of aviation and space exploration to our society and national security. There are two aerospace education programs to accomplish these objectives and purposes: an "internal" program and an "external" program.

The Internal Program. The internal program is concerned with two factors: (1) the aerospace education portion of the CAP Cadet Program, and (2) aerospace education activities for senior members of CAP. Cadets must pass comprehensive aerospace education exams as they advance through each award level. A voluntary self-study program called Aerospace Education Program for Senior Members (AEPSM) is available for senior members wanting to increase their understanding of aerospace-related activities. Senior members with an interest in aerospace education can become aerospace education specialists and support the cadet, senior, and external programs.

The External Program. The success of CAP's external aerospace education program is primarily dependent upon establishing and maintaining rapport with educational institutions, promoting aerospace education, and establishing and maintaining aerospace education networks with other aerospace-related organizations. These activities are accomplished by the CAP aerospace education volunteer staff and a region director of aerospace education (RDAE). The RDAE, a paid CAP employee, establishes and maintains the bridge between CAP programs and volunteers, and the external aerospace education needs and resources in the region, state, and local communities. The external program's primary areas are aerospace education in schools, aerospace education workshops, and liaison with the educational community.

The ultimate goal of aerospace education in all schools, and in CAP, is to contribute to a citizenry that is informed on aerospace matters and is capable of making the best possible decisions as to the directions our country should take with regard to defense, space utilization, air transportation, space exploration, aerospace research, and other aerospace concerns. A side benefit, close relationships between local units and schools and school systems, is that an "aviation-minded" school becomes an excellent source of both cadet and senior members.

Getting Things Started in Your Unit. Work with the wing and region aerospace education officers and assign a highly motivated senior member the responsibility for the unit aerospace education program. Provide that member CAP Regulation 280-2, *Civil Air Patrol Aerospace Education Mission*. Encourage your new aerospace education officer to enroll in the Aerospace Education Specialty Training Track. Instructions are outlined in CAP Manual 50-17, *CAP Senior Member Training Program*. With that foundation, you are on your way to a successful aerospace education program for your senior and cadet members.

CADET PROGRAMS

The CAP Cadet Programs introduces thousands of young people between the ages of 12 (or 11 and attending the sixth grade) and 21 to aviation, and offers them outstanding summer programs including an opportunity to solo in a light airplane at low cost. The program is designed to motivate and develop well-rounded young people, who in turn will become model citizens and the future leaders of our nation.

Throughout the cadet program, emphasis is placed on individualized study, instruction, and attainment. Each of the phases of the cadet program emphasizes five areas of achievement -- aerospace education, moral leadership, leadership laboratory, squadron activities, and physical fitness. These five factors are implemented through the use of trained senior members who work individually with each cadet desiring and needing assistance. The program is primarily oriented toward activities held in individual squadrons. Some of these activities include aircraft orientation rides, model airplane building, drill teams, model rocketry, and search and rescue, flight, and survival training.

In addition to the pleasures of associating with outstanding people and realizing individual accomplishments, CAP amply rewards cadets for their successful efforts. The number of achievements completed in the cadet program determines not only a cadet's grade, but his or her eligibility for outstanding activities and valuable scholarships. Cadets may qualify to take instruction leading to a private pilot certificate or attend special courses hosted by the United States Air Force. Credit for ROTC is given and cadets who complete their Mitchell Award (Phase 2) are eligible for immediate promotion upon enlisting in the Air Force.

Getting Things Started in Your Unit. Work with the wing director of cadet programs and assign a highly motivated senior member as the deputy commander for cadets. CAP Manual 50-16, *CAP Cadet Training Program*, is the primary guide for establishing and maintaining an effective cadet program. Training instructions for your senior members are outlined in CAP Manual 50-17, *CAP Senior Member Training Program*.

EMERGENCY SERVICES

CAP's talents have augmented the Air Force in search and rescue (SAR) and disaster relief since CAP's formation in 1941. It has always been there to assist the nation in times of disaster or in any emergency situation when its resources--people and equipment--could be used.

The emergency services' primary mission objective is to save lives and relieve human suffering. To be effective, the lives of CAP personnel performing the mission must be safeguarded. CAP demands professionalism in organization, training, and mission execution to accomplish this service. Only qualified members are allowed to participate in actual missions. The emergency services mission includes search and rescue and disaster relief operations.

All CAP personnel who participate in SAR operations are highly-motivated volunteers who have been specially trained. Life-saving techniques must be carried out with speed and efficiency. This speed and efficiency is attained through prior planning and practical exercises in performing the tasks required. CAP units may not participate in a SAR mission unless they have people trained to quickly and successfully accomplish the mission. Contact the American Red Cross for first aid training opportunities. Find out if your local fire department or emergency operations center can give demonstrations. Contact your group/wing staff to establish when higher training is being provided. Routine safety training is very important as well. Talk to your wing safety officer. What kind of people should you look for? Try to get qualified professionals to join your organization. Emergency medical technicians, first aid instructors, and nurses can provide a strong foundation for a growing unit focusing on emergency services. You will also need a cadre of radio operators. Check local radio stores and find

out if there is a HAM radio club in your area. Go visit them and ask for their help. You will also need pilots. Talk to successful emergency service units and ask how they built their corps of qualified pilots.

Disaster relief (DR) includes civil defense, natural disasters, and other man-made emergencies. The Federal Emergency Management Agency (FEMA) is the single point of contact within the federal system for disaster relief planning and management. The organization of CAP DR efforts are very similar to the SAR mission. The main difference is that FEMA controls the mission. CAP always retains command of CAP resources, but mission control is delegated, usually at the state level, to the agency primarily responsible for a particular DR operation.

CAP flight activities are not limited to SAR and DR. There is a national level agreement between CAP and the US Customs Service. Under this agreement, CAP flies reconnaissance missions to assist US Customs Service, DEA, and state and local authorities in the control of drug traffic. These activities are very tightly controlled by CAP regulations. CAP personnel have no law enforcement authority. They receive very specific training and are acting in a support or reconnaissance role only. If you are considering a counterdrug (CD) role, talk to your wing commander.

Getting Things Started in Your Unit. Instructions for establishing and conducting SAR operations are found in the following directives: CAP Regulation 55-1, *CAP Operational Missions Procedures*; CAP Regulation 50-15, *CAP Operational Missions*; CAP Regulation 60-1, *CAP Flight Management*; and CAP Manual 50-17, *CAP Senior Member Training Program*. Becoming an operational SAR unit is not easy. It takes motivated people who are serious about training to save lives. Getting trained and staying proficient takes time and money, but ask anyone credited with a “save” and you will know it’s worth it!

BITS, TIPS, AND POWER POINTS

The following is a list of suggestions that are found in *Bits, Tips & Power Points; 500 Practical Ideas and Insights for Nonprofit and Association Leaders* by Richard J. Maladecki. This excellent book of advice is available through the American Society of Association Executives, (202) 626-2723.

Always look people in the eye when speaking to them.

Designate meetings as “team meetings.”

Always return phone calls within 24 hours.

Send personal holiday and birthday cards to your members.

Appoint an individual or become the individual responsible for recording your organization’s local history.

Send out “thank-you-for-your support” letters within 48 hours (personalize the note, if possible).

Maintain accurate staff attendance records.

Hold at least one formal volunteer appreciation function annually.

Learn and use the names of the spouses of your primary volunteers.

Become active in your Chamber of Commerce. Doing so may provide you with valuable contacts.

Send out at least one press release, with photo, per month.

Start and end all meetings on time.

Always remember that you’re in the people business.

Meet periodically with leadership from neighboring units. Exchange information, develop mutually beneficial partnerships (marketing, public relations, etc.), and share concerns.

Design a customized thank you note with matching envelope, featuring your business card.

Consider enrolling in a Dale Carnegie Human Relations Course (scholarship opportunities may be available).

Regularly use cable public-access channels and/or cable community bulletin boards to promote your organization’s activities.

Build team spirit with programmed social time.

Establish your reputation as an “on time” professional. Always be punctual for meetings.

Maintain accurate personnel files and take the time to update them weekly or monthly.

Solicit volunteer and financial support from local service clubs, such as Kiwanis, Lions, and Rotary.

Print posters to promote an organization activity. Then, post these in store windows (enlist the help of volunteers to place the posters).

Develop a “friends of” the organization group. This group could assist with a special annual fund-raising event.

Have your organization participate in an “adopt a highway” program.

Develop master “to do” lists for use before board meetings, volunteer recognition events, special events, trade shows, etc. Refine each yearly.

Conduct a member's orientation for new members.

Strive for positive and effective community relationships.

Periodically, host a staff and spouse gathering (holiday dinner or barbecue) at your home.

On a regular basis, invite a member who has successfully completed one of your organization's educational programs to offer a testimonial at meetings (this helps to create ownership of the program).

Conduct a monthly staff brainstorming session; address one process or procedure per session, with the understanding that conclusions generated will be implemented.

Always be member-sensitive.

Place an advertisement in your local newspaper for volunteers, or check to see if the newspaper has a free listing/column for volunteers.

Secure a booth at a nonprofit fair or shopping mall to promote your organization and to recruit potential volunteers.

Host a "first timers" social event for new members. This will help to make members comfortable.

Never make a promise to your members or staff that you cannot keep.

If an individual voices a legitimate concern or complaint regarding your organization, visit him or her to address the concern face to face.

Personally, and tactfully, invite non-active members to become involved in one aspect of the organization.

Develop positive working relationships with representatives of the major periodicals of your area.

IN CLOSING

Starting a CAP unit is no small undertaking, but the rewards to you and the members of your unit are well worth it. If you have any questions, feel free to contact Membership Services at CAP National Headquarters:

HQ CAP/DPM
105 South Hansell Street
Maxwell AFB AL 36112-6332
(334) 953-4260
DPM@cap.af.mil

GOOD LUCK!

IMPORTANT ADDRESSES

NOTE: If this page is blank, call (334) 953-7748 (e-mail dpm@cap.af.mil) and request the information.

YOUR WING COMMANDER

NAME_____

STREET AND NUMBER_____

CITY, STATE, ZIP_____

PHONE_____

YOUR STATE CAP LIAISON OFFICER

NAME_____

STREET AND NUMBER_____

CITY, STATE, ZIP_____

PHONE_____

NATIONAL HEADQUARTERS

To mail anything to National Headquarters, use the address below:

Headquarters Civil Air Patrol
105 South Hansell Street
Maxwell AFB AL 36112-6332

Attn: (the specific department or person you are sending the correspondence to)

REQUEST FOR ORGANIZATION STARTER KIT

To order your Organization Starter Kit, fax or mail a copy of this request to:

HQ CAP/DP
105 South Hansell Street
Maxwell AFB AL 36112-6332

FAX (334) 953-4262
PHONE (334) 953-7748
E-MAIL dpm@cap.af.mil

REQUEST FOR ORGANIZATION STARTER KIT

Please send a Civil Air Patrol Organization Starter Kit to the address below. We have enough people interested in CAP to satisfy organizational requirements.

PLEASE PRINT OR TYPE

NAME_____

STREET AND NUMBER_____

CITY, STATE, ZIP_____

PHONE_____

SIGNATURE_____

REQUEST FOR ORGANIZATION CHARTER

When you are ready to apply for an organization charter, send a request letter to the wing commander using the letter below as a guide. Make the check for the charter fee payable to National Headquarters, CAP.

DATE

MEMORANDUM TO COMMANDER, (YOUR STATE) WING, CIVIL AIR PATROL

SUBJECT: Charter Request

Enough prospective members have been gathered to satisfy unit requirements. Request a charter be approved for the unit shown below. A check for the charter fee is attached. Pertinent data follows.

1. UNIT NAME
2. UNIT PO BOX
3. MEETING PLACE LOCATION
4. MEETING TIME
5. SPONSORING ORGANIZATION
6. UNIT COMMANDER'S: NAME
 ADDRESS
 PHONE NUMBER

SIGNATURE

Attachment:
Charter Fee

MEMBERSHIP REQUIREMENTS (CAP Manual 39-2)

INITIAL CADET MEMBERSHIP:

All applicants for cadet membership must meet the following prerequisites:

1. Twelve years old (or attending the sixth grade) through 18 years old.
2. Enrolled in or graduated from a public or private school or college with a satisfactory record of academic achievement.
3. Not married.
4. Not a member of the active duty Armed Forces.

Note: National Guard and Reserve personnel are not considered on active duty unless they are on extended active duty. Basic Military Training (Boot Camp) for Guard or Reserve personnel is not considered extended active duty.

5. United States citizen or alien lawfully admitted for permanent residence in the U.S. and its territories and possessions or, any lawfully admitted noncitizen residing in the United States who has been specifically approved by the national commander's designee (CAP National Headquarters, DP).

Note: Refer to CAP Manual 39-2, or consult your wing commander for clarification of any citizenship questions.

6. Good moral character.
7. If a former CAP member, must not have been terminated for bad conduct.
8. Be accepted by the unit and higher headquarters.

INITIAL SENIOR MEMBERSHIP:

All applicants for senior membership must meet the following prerequisites:

1. Possess the desire, willingness, and capability to promote the objectives and purposes of CAP.
2. Must be at least 18 years old. (Active duty members of the Armed Forces can join CAP as a senior member at any age.)
3. United States citizen or alien lawfully admitted for permanent residence in the United States and its territories and possessions or, any lawfully admitted noncitizen residing in the United States who has been specifically approved by the national commander's designee (CAP National Headquarters, DP).

Note: Refer to CAP Manual 39-2, or consult your wing commander for clarification of any citizenship questions.

4. **Suitability.** Any one or more of the following criteria may be the basis for membership application rejection.

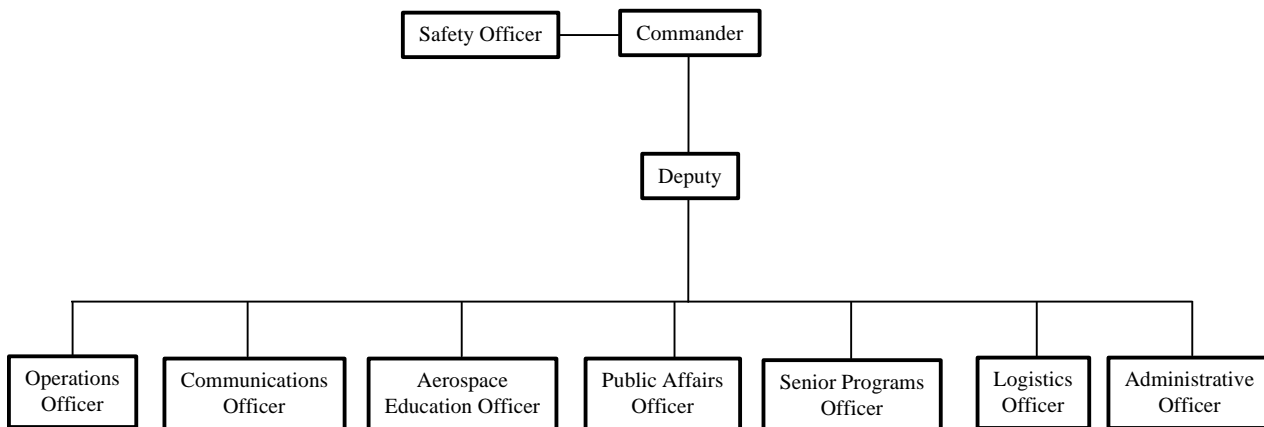
- a. A felony conviction by any court of record whether federal, state or military.
- b. A pattern of arrests and/or convictions including but not limited to sex offenses, child abuse, driving under the influence of alcohol (DUI), dishonesty and violence.
- c. Discharge from the Armed Forces under other than honorable conditions.
- d. Falsification of information on the membership application.
- e. Previously terminated or nonrenewed for cause from membership in CAP.
- f. Any other unfavorable information brought to the attention of CAP officials at any level.

5. Confidential Screening. All individuals applying for active senior membership must be screened and registered by National Headquarters. The screening process requires that the individual complete a FBI fingerprint card which is used by National Headquarters to request a FBI criminal records check. This check is used to determine membership eligibility. Reports are maintained in strict confidence by National Headquarters. National Headquarters will not release these reports or associated documentation.

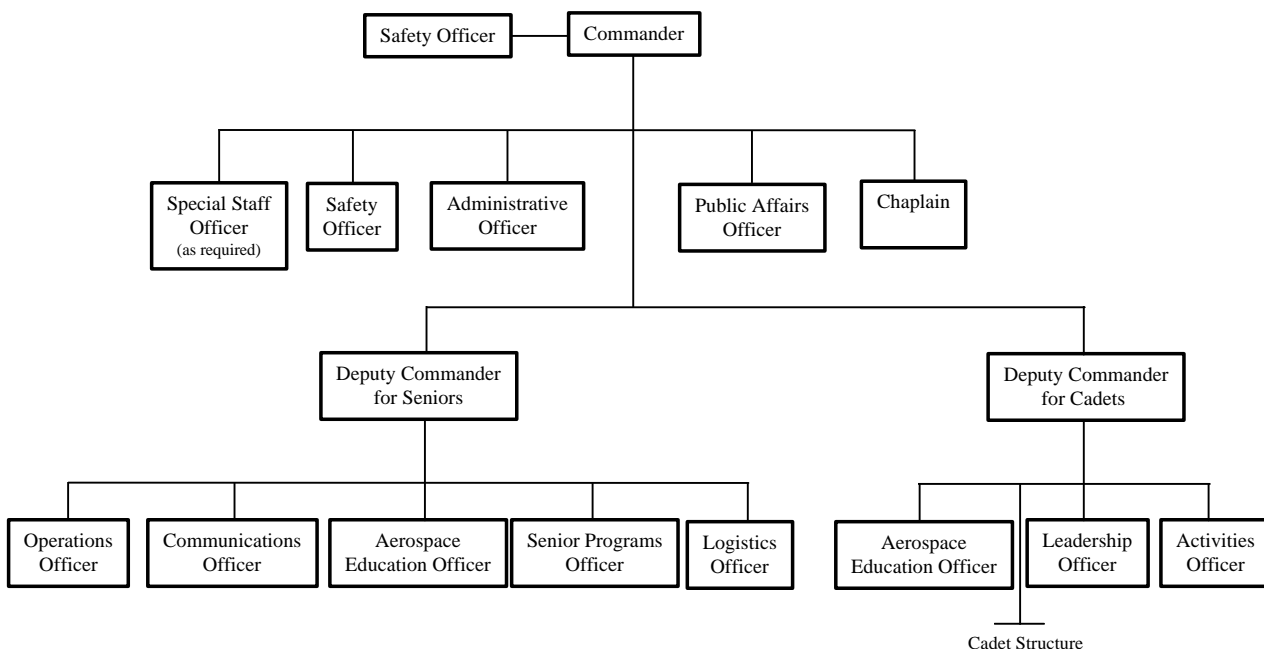
TYPICAL SQUADRON ORGANIZATION (CAP Manual 20-1)

NOTE: Refer to CAP Manual 20-1 for a detailed explanation of how squadrons and flights are structured. ***DON'T BE INTIMIDATED!*** View these drawings as a guide. Until you have enough members to fill every position, have one person do more than one job. As you fill each position, you lighten your own workload and give another member a chance to excel and get a sense of satisfaction from contributing to the welfare of the unit.

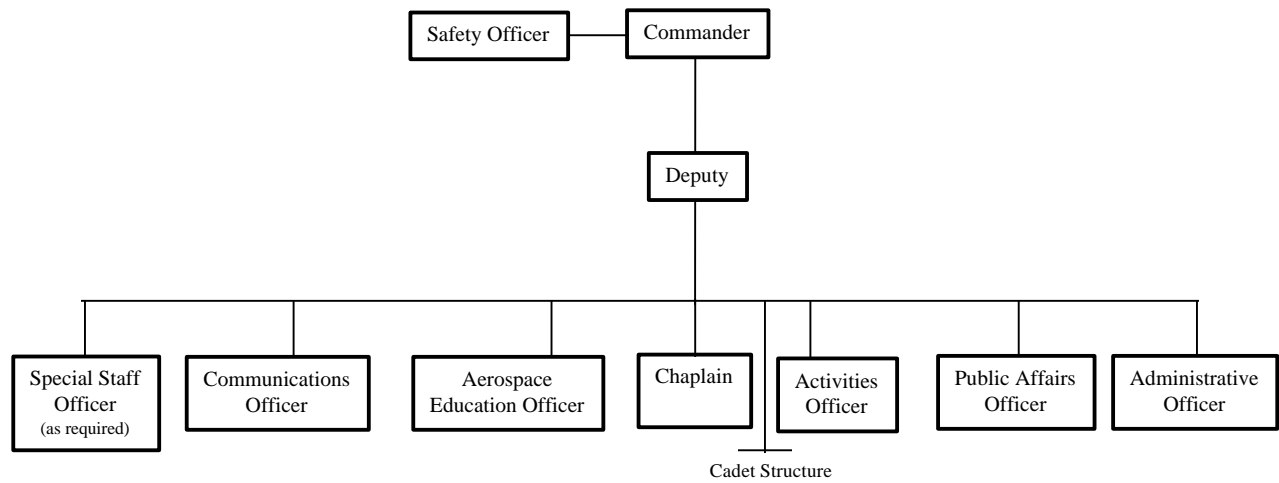
SENIOR SQUADRON



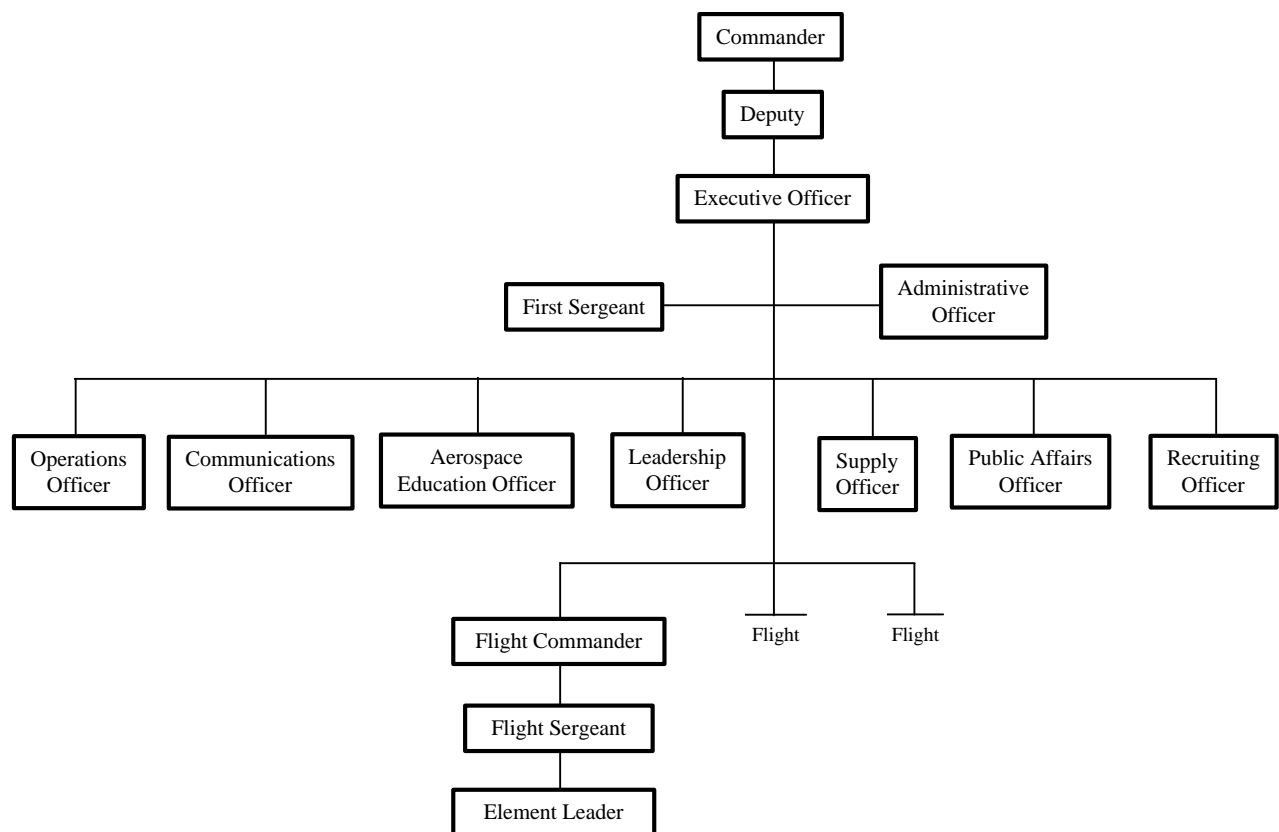
COMPOSITE SQUADRON (Senior Members)



CADET SQUADRON (Senior Members)



CADET STRUCTURE (Cadet and Composite Squadrons)



RAISING FUNDS FOR YOUR UNIT

Below are listed some potential funding sources that have helped other units.

1. Airplane and car washes
2. United Way projects
3. Local Veteran's of Foreign Wars OR American Legion (sponsorship or donation)
4. Local Air Force Association (sponsorship or donation)
5. Kiwanis or Rotary Clubs (sponsorship or donation)
6. State/local government grants
7. Aviation-related businesses

One way to approach service organizations is to contact the club president and offer a color guard and program for their meeting. Club program chairpersons are always looking for something new. The cadets do the color guard and the senior member does a slide show or video showing squadron activities. Push a favorite project such as orientation flights, encampments, or scholarships. You might be able to walk off with a few dollars and perhaps a few new recruits.

Many large (and small) businesses have programs to give money each year to charitable service organizations. Since it is a federally chartered not-for-profit service organization, CAP qualifies for these tax-deductible contributions under section 501(c)(3) of the IRS rules. These businesses often have a fund that the employees contribute to, and a committee that screen applicants and allocates the funds. There is usually a fairly simple process to follow to qualify for this money. It may vary from place to place, but not much. HQ CAP/CLC has a copy of the current year's certification from the IRS as to the 501(c)(3) status. Get this before you start.

Make sure you have a good idea of what to say to someone when it comes to explaining what CAP is, who we are, and why we do what we do. Usually, an adult is taken more seriously by these corporate representatives, but a well-spoken, sharp looking cadet is always an asset to have with you. Often the cadet actually makes the presentation with the accompanying senior member available to answer more detailed questions.

Pick a large corporation in your area. Call their main phone number and ask if they have a program to give contributions to nonprofit service groups in the area. Speak to the program representative and find out about the program. You will be asked some questions, with the main one being, "Is CAP a 501(c)(3) organization?" They will also want to know about CAP, its missions, and what the money will be used for. They will probably get your address and send you an application.

Fill out the application and look carefully at what other information they want you to supply. A financial statement will probably be asked for. A copy of your squadron's yearly financial form can be used for this. If you have a member with any business experience, he or she will be helpful here. Come up with a budget for your year's operation and tell the funding organization what you need help with. Youth-oriented activities usually rank high. You may be asked to make a presentation to their committee. You don't have to tell the history of CAP, just how you help the community and how much more you could help with their assistance. They will thank you for coming and you may get some funding for your operation.

If you do receive a donation, make sure the business is recognized. Most local newspapers are glad to publish a photo of the company president being presented a plaque by the unit or wing commander. This is great publicity for you and will certainly help you obtain funds in the future.

SAMPLE TRAINING/ACTIVITY CALENDAR (COMPOSITE SQUADRON)

<u>DATE</u>	<u>TRAINING/ACTIVITY</u>	<u>OFFICER</u>	<u>UNIFORM</u>
1 Jan	NO MEETING -- HAPPY NEW YEAR		
8 Jan	SQUADRON MEETING (C) Public Speaking	Lt. Marlowe	Blues
13 Jan	FLIGHT-LINE TRAINING (All) 0800 at airport	Lt. McGee	BDUs
15 Jan	SQUADRON MEETING (C) Moral Leadership	Chaplain Spenser	BDUs
19 Jan	RECRUITING BOOTH AT ANYWHERE HS See work schedule on bulletin board.		Blues
20 Jan	CADET FLIGHT ORIENTATION (C) 0800 at airport (S) See work schedule on bulletin board.	Maj Archer	BDUs
22 Jan	SQUADRON MEETING & PARENTS' NIGHT		
29 Jan	SQUADRON MEETING (S) Level 1 training (All) Safety		BDUs

REMEMBER! The weekend SAR exercise is 10-11 Feb. Pack your bags and BDUs (remember the long underwear).

SAMPLE RECRUITING PLAN

GENERAL RECRUITING

The following is an overview of the general recruiting plan to attract cadet and senior members to the XXXX Squadron and CAP.

Cadet: Plan recruiting activities in local area schools. This will consist of having an information table, manned by cadets and senior members, during the schools' lunch periods. Area schools targeted are:

- XXX High School (Grades 10, 11, and 12)
- XXX Junior High School (Grades 8 and 9)
- XXX Middle School (Grades 6 and 7)
- XXX Private School
- XXX Trade School
- XXX Jr. College
- XXX University

Senior: Establish contacts with local government personnel in service areas to recruit qualified volunteers such as fire and police departments, SAR teams, etc. Joint events sponsored by the government reduce costs and provide quality training to the membership.

Cadet & Senior: Work with the local Area Chamber of Commerce to develop recruiting opportunities. Distribute recruiting pamphlets through the Chamber office and Welcome Wagon, if possible. Send news releases of interest to the Chamber's monthly newsletter. If there is a city sponsored World Wide Web page, arrange for CAP information to be displayed and for links to the CAP National Headquarters Homepage to be setup. Check with the local United Way, Office of Volunteer Recruitment. They may know people wanting to volunteer or who can distribute CAP materials.

Cadet & Senior: Establish a relationship with local military recruiters (Active, National Guard, and Reserve) to ensure they will refer eligible youth and adults to the CAP. The primary focus will be the US Air Force. The squadron will provide recruiting materials to these recruiters.

Cadet & Senior: Work with wing headquarters to establish a speakers' bureau of senior members and cadets. This will not only be used as a form of recruiting, but as a public relation and fund-raising tool as well.

Cadet & Senior: Establish a contact list of local public relations personnel in newspapers, TV, radio stations, and magazines to help promote CAP. Finding a local reservist in the AF to promote CAP on military channels and in their regular job is an added benefit. This should also include local government PA personnel so that joint efforts can be established.

CHAPLAIN RECRUITING

The following is the recruiting plan to attract members of the clergy to serve as chaplains in the CAP. This is an effort to identify clergy who may be eligible for service in the Chaplain's Program of any squadron in the area and wing. This effort will also include "moral leadership officers."

1. Work with ministerial alliance organizations to find clergy and other religious trained individuals to serve as chaplains and moral leadership officers. This project will include speaking engagements and letters to the members of the alliance.
2. Members of the squadron(s) will be encouraged to ask pastors of their own churches to serve with the CAP.

3. Local seminaries and colleges can be asked to help find eligible students to serve with the Chaplain's Program. This will be similar to an "internship" where these students will gain training and experience in the field. These students may or may not meet the requirements to serve as a chaplain, but more than likely will meet the requirements as a "moral leadership officer."
4. Check with the local United Way, Office of Volunteer Recruitment. They may know of people wanting to volunteer or who can distribute CAP materials.

SUMMARY

This recruiting plan counts on the cooperation of all members of the XXX Squadron and wing headquarters. The resources of National Headquarters will also be utilized in the form of recruiting supplies (i.e., pamphlets, posters, postcards, etc.) and referrals of prospective members from the national toll-free unit information line, 1-800-359-2338.

JOE RECRUITER, Major, CAP
Squadron Commander

GLOSSARY

The following is a list of acronyms, definitions, and resources of the most frequently heard and used terms.

Cadet Protection/Human Relations Training (CPHRT). *Mandatory* program for all senior members. This course will familiarize you with CAP's efforts to protect its cadet membership from sexual harassment.

Corporate Learning Course (CLC). A requirement for Level III completion and is described more fully in a later section.

Extension Course Institute (ECI). An Armed Forces correspondence school for professional development. CAP members are authorized to enroll in selected courses.

Level I Orientation. Introductory course which describes the basic structure of CAP.

Liaison Officer/Non-commissioned Officer (LO/LNCO). HQ CAP corporate employees who advise CAP wings and regions in the areas of organization, administration, operations, training, aerospace education, supply, and similar activities. They also maintain an interchange of information between HQ CAP and the CAP wings and regions. Each wing has at least a LO (officer) or LNCO (enlisted person) who are retired active duty Air Force personnel.

Monthly Membership Listing (MML). Shows your membership status in CAP -- when you joined, whether you are due for renewal, aeronautical rating, etc. National Headquarters sends a copy to your squadron.

National Staff College (NSC). A requirement for Level V completion and is described more fully in a later section.

Region Staff College (RSC). A requirement for Level IV completion and is described more fully in a later section.

Senior Training Officer. Officer responsible for planning, implementing, and tracking his/her unit's Senior Training Program.

Senior Training Report (STR). This is CAP's *official* record of your progress. It documents your participation in the Senior Member Training Program. It also shows your grade, date of rank, and other information. National Headquarters sends a copy to your squadron.

Specialty Track. A three-digit code which is used to differentiate the different staff positions and jobs (i.e., logistics, cadet programs, supply, etc).

Specialty Track Ratings. Specialty tracks have three levels of achievement: Technician, Senior, and Master.

Squadron Leadership School (SLS). A requirement for Certificate of Proficiency and is described more fully in a later section.

Wing Commander. Wing commanders are elected by the National Executive Committee to supervise and direct operations and activities within the state.

FORMS, REGULATIONS, AND PAMPHLETS

This is not a listing of all CAP forms, regulations, and pamphlets (that's found in CAP Regulation O-2, *Numerical Index of CAP Regulations, Manuals, Pamphlets, and Visual Aids*). It is however, a list of those we feel are of immediate use to a new senior member.

CAP Forms (CAPFs)

CAPF 2, Request for Promotion Action. All promotion requests, whether it be duty performance, special appointment, or mission-related skills are initiated on this form. It is also used as a demotion request form. The form is very simple to use and CAPR 35-5, *CAP Officer & Noncommissioned Officer Appointments and Promotions*, should be your primary guide.

CAPF 2a, Request for and Approval of Personnel Actions. Its best description has to be, "It's a general purpose form." Nearly every routine action is initiated on this form. The "Other" check in Section IV makes it multipurpose. Each section refers to the guiding regulation or manual for completion.

CAPF 8, Requisition for Publications and Blank Forms. CAPR 5-4, *Publications and Blank Forms Management*, is the prescribing directive.

CAPF 11, Senior Program Director's Report Form. This form documents that senior member training activities have been carried out. For this reason, it is one of the most important forms in CAP's inventory. CAP National Headquarters will not recognize completion of these activities if this form has not been filled out. Refer to CAPM 50-17, *CAP Senior Member Training Program*.

CAPF 12, Application for Senior Membership. Refer to CAPM 39-2.

CAPF 17, Application for Senior Member Activities. Used to request permission to attend senior training and other activities. Refer to CAPM 50-17.

CAPF 24a, Request for Senior Program Award. Refer to CAPM 50-17.

CAPFs 45 & 45b, Senior Member Master Record and Senior Member Training Record. They record your progress at unit level. They should be continuously updated and documented since they serve as a back-up to the Senior Training Report issued by National Headquarters.

CAPF 55a, Request for Examination.

CAPF 60, Emergency Notification Data. Used to record next of kin. Refer to CAPR 35-2, *Notification Procedures in Case of Death, Injury, or Serious Illness*.

CAPF 78, Mishap Report Form. Used anytime there is an accident. Refer to CAPR 62-2, *Mishap Reporting and Investigation*.

CAPF 103, Mission Authorization/Personnel Register. It is used to record attendance at a variety of occasions. Refer to CAPM 50-15.

CAPF 108, CAP Payment/Reimbursement Document for Aviation/Automobile/Miscellaneous Expenses.

CAPF 120, Recommendation for Decoration. Anyone may submit another member's name for a decoration. Refer to CAPR 39-3, *Award of CAP Medals, Ribbons, and Certificates*.

FD-258, FBI Applicant Fingerprint Card. Must be submitted with the CAPF 12.

ECIF 23, Enrollment application for ECI courses open to CAP members.

CAP Pamphlets (CAPPs)

200 Series Pamphlets. These are CAP's Specialty Track training guides to assist members in learning the specialty of their choice.

CAP Manuals (CAPMs)

CAPM 20-1, *Organization of Civil Air Patrol*

CAPM 39-2, *Civil Air Patrol Membership*

CAPM 50-16, *CAP Cadet Training Program*

CAPM 50-17, *CAP Senior Member Training Program.* This is your primary source of information pertaining to your training.

CAPM 190-1, *Civil Air Patrol Public Affairs Program*

CAP Regulations (CAPRs)

CAPR 0-2, *Numerical Index of CAP Regulations, Manuals, Pamphlets, and Visual Aids*

CAPR 0-9, *Numerical Index of CAP Forms, Test Materials, and Certificates*

CAPR 5-4, *Publications and Blank Forms Management*

CAPR 35-1, *Assignment and Duty Status.* Provides guidance on assignment and duty status procedures.

CAPR 35-5, *CAP Officer and Noncommissioned Officer Appointments and Promotions*

CAPR 35-6, *Aeronautical Ratings, Emergency Services, and Ground Team Badges*

CAPR 39-3, *Award of CAP Medals, Ribbons, and Certificates*

CAPR 50-4, *Test Administration and Security*

CAPR 50-15, *CAP Operational Missions*

CAPR 55-1, *CAP Operational Mission Procedures*

CAPR 60-1, *CAP Flight Management*

CAPR 62-1, *Civil Air Patrol Safety Responsibilities and Procedures*

CAPR 62-2, *Mishap Reporting and Investigation*